

CLEAN CITIES PROGRAM PLAN AND MOU

PROGRAM PLAN

Once the first stakeholder meetings are held and a *Clean Cities* Coordinator is appointed, the next step to becoming a *Clean Cities* coalition is to develop a Program Plan. The Program Plan is the guiding force of the coalition. The Program Plan is developed by the stakeholders and coordinator to ensure all involved parties understand and agree to how the program goals will be accomplished. A comprehensive Program Plan provides the coalition with specific goals to achieve, objectives that explain how those goals will be achieved, an organizational structure listing members responsible for completing the objectives, and timelines that guide when the objectives and goals will be completed.

Coalitions without an adequate Program Plan will not be designated into the national program. Because the Program Plan is so critical, detailed instructions are provided in addition to the following overview. The Program Plan format and detailed instructions are provided in Appendix A. These instructions are also available electronically in a Word Perfect format, via the *Clean Cities* website: www.ccities.doe.gov, or by contacting your DOE Regional Support Office. Appendix B, *Clean Cities* Program Plan Components and Review Criteria, is provided as a tool for you to gauge the completeness of your plan. This same tool is used by the DOE Regional Support Office and DOE national *Clean Cities* Program representatives to evaluate Program Plans. Also, the DOE Regional Support Office, DOE *Clean Cities* Program representatives, and your neighbor coalitions are available to support you throughout the Program Plan development process.

ELEMENTS OF THE PROGRAM PLAN

As the core of *Clean Cities*, the Program Plan provides an opportunity for your community to create its own local approach to achieving *Clean Cities* goals. Moreover, a comprehensive Program Plan fosters better program implementation and management, enabling stakeholders to specify and achieve program objectives. The following “big picture” essential elements should be considered when developing your *Clean Cities* Program Plan.

1. Establish goals
2. Establish objectives to achieve program goals (the action plan)
3. Create an organizational structure
4. Characterize and quantify the AFV market situation
5. Delineate timetables for achieving goals
6. Establish a monitoring and reporting program.

1. Establish Goals

The first step in developing the Program Plan is to delineate a set of program goals. Goals are an essential element of any planning process. They define what an organization seeks to accomplish and why, and they give the organization its direction. After establishing the goals, the community can then define objectives or action steps by which to accomplish the goals. The parties

responsible for completing the goals and time frames for achieving the goals must also be defined. To build a cohesive network of *Clean Cities* coalitions into a National program, each coalition forms goals to support the National program goals.

National *Clean Cities* Goals

The *Clean Cities* program attempts to assist communities in working together toward common, national goals. Over the past several years the Federal government, through legislative and executive actions directed toward the increased utilization of alternative fuels, has set forth goals providing a foundation for the *Clean Cities* mission. The following list of national *Clean Cities* goals must be incorporated into your Program Plan:

- ☐ Displace conventional transportation fuels with domestically produced, clean-burning alternative fuels;
- ☐ Increase the acquisition and utilization of AFVs;
- ☐ Develop Clean Corridors between *Clean Cities* interstate highways and trade routes;
- ☐ Develop alternative fuel infrastructure, vehicle conversion, maintenance, and related service industries; and
- ☐ Advance public understanding of the benefits and costs of using AFVs.

In addition to the national goals, coalitions may want to specify additional goals relating to local clean air problems or economic situations. The Program Plan goals need to address as a minimum the goals outlined in Appendix B, *Clean Cities* Program Plan Components and Review Criteria.

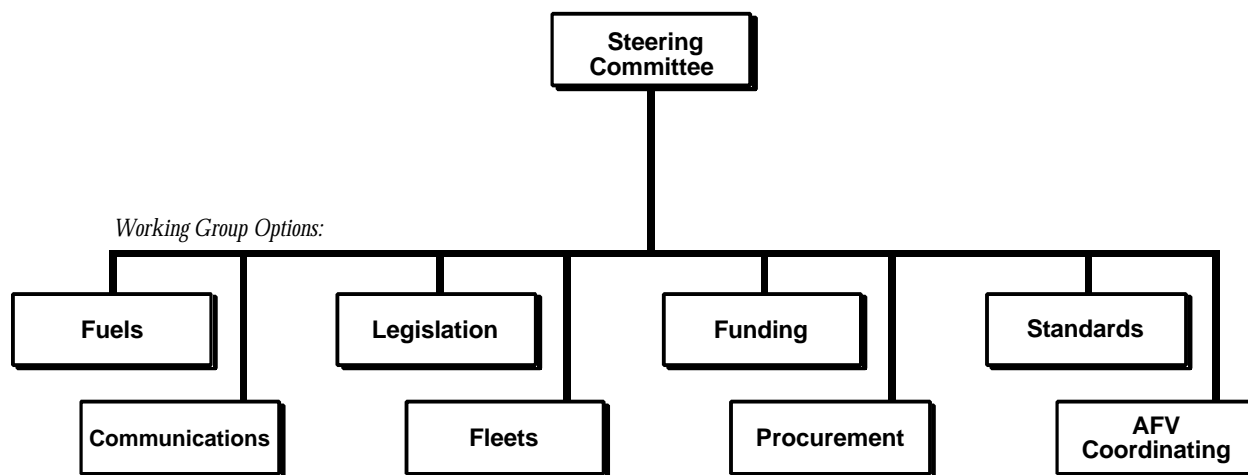
2. Establish Objectives

Objectives are coordinated by the Steering Committee to achieve organizational goals. Objectives are the “how to” elements of the Program Plan, starting with commitments by individual stakeholders and then the specific actions to be taken by individual stakeholders or by groups of stakeholders through working groups. Your objectives must be challenging, measurable, and directly lead to the achievement of *Clean Cities* goals. Objectives can range from stakeholder commitments to increase vehicle purchases, to passing city ordinances or State laws. Objectives should demonstrate achievement beyond the initial market situation.

3. Create a Simple Organizational Structure

After identifying goals, stakeholders should establish their program's organizational structure. The *Clean Cities* organization must address effective leadership, membership, recruitment, decision-making, funding, and implementation goals. However, the structure should be kept simple because staff resources and the stakeholders’ time will likely be limited. In many cases, as few as two working groups may be sufficient to accomplish program objectives.

Because *Clean Cities* is a locally-driven program, it is suggested that your *Clean Cities* program be based within a local government office, such as the Mayor's Office or the Regional Planning Office. Other examples of where programs are based include post offices, fuel suppliers, the American Lung Association, and the local Chamber of Commerce. This choice determines where the *Clean Cities* Coordinator conducts her or his daily activities. An interactive hierarchical structure will best achieve *Clean Cities* objectives to coordinate national goals with local interests. For example, below is a recommended structure which provides interaction between the Steering Committee and focused working groups.



Steering Committee

A Steering Committee of key MOU signatories can be established to conduct overall guidance and policy, assist with decision-making, and provide representation. As such, committee members will be stakeholders and impact local and regional decision-making. Committee members will also demonstrate management expertise, dedication, diversity, a standing in the community, and professional position. Steering Committee member functions may include: developing coalition goals; providing guidance for the development working group goals and objectives; and presenting *Clean Cities* initiatives to local, State, or Federal legislatures.

Goals or plans conceived by the committee may be directed to the working groups for implementation and working group initiatives may be reviewed and approved by the committee. Establishing an informal executive committee may be useful to respond to immediate inquiries during the year (e.g., to answer inquiries from the media, etc.). This informal executive committee may consist of the chairs from the working groups and a steering committee.

Working Groups

Working Groups function under the guidance of the Steering Committee which delegates the tasks necessary to achieve organizational goals and objectives. Tasks might include: gathering information, completing reports, developing draft legislative language or local ordinances, and addressing other informational needs of the Steering Committee. The chairs of the working groups report their findings to the Steering Committee for final action.

To educate members, provide a sound knowledge base for decision making, lessen the burden upon staff, and provide consistency to the process, the membership of the working groups should include members of the Steering Committee. Each working group should include a balanced representation of interests. Working group titles should be broad to allow each group the opportunity to address an equal division of objectives. **The number and type of working groups vary from coalition to coalition, although it is suggested that coalitions aim for no more than four working groups.** Your coalition may choose from among the following examples, combine example working groups, or establish working groups based upon their local goals and objectives:

Fuels Working Group. A Fuels Working Group could be established to represent each alternative fuel chosen for participation in *Clean Cities* (e.g., methanol, natural gas, propane, ethanol, electric, etc.). This group may focus its efforts on increasing fuel availability, publicizing and promoting fuel usage, and encouraging fuel safety.

Communications Working Group. A Communications Working Group could focus on outreach activities such as preparing press releases, providing speakers for community meetings, and delivering informational material to stakeholders. This Working Group could also develop media materials and campaigns, stage public relations events and activities, and interact with industry and DOE public relations specialists.

Legislation Working Group. A Legislation Working Group could monitor Federal, State, and local legislative initiatives in order to: forecast future *Clean Cities* strategies; further develop *Clean Cities* policies; prepare for changing legislation that may impact the direction of the *Clean Cities* program; and participate in legislative activities that concern alternative fuel issues. The Legislation Working Group could also be the voice for *Clean Cities* in State and local legislatures. For instance, *Clean Cities* stakeholders may wish to affect State laws or local ordinances governing transportation fuels, or promote initiatives such as tax rebates, Public Utility Commission rate treatment, conversion subsidies, etc.

Fleets Working Group. A Fleets Working Group serves as the liaison between the *Clean Cities* organization and fleet owners and managers. This group could communicate the benefits of alternative fuels to fleet operators, develop approaches for sharing fueling facilities, and facilitate vehicle procurements and technician training programs. The Fleets Working Group would be important for assimilating the stakeholders' demand for AFVs and conveying this demand to vehicle manufacturers and Federal fleet managers.

Funding Working Group. A Funding Working Group could be organized to identify available financial incentives to support program implementation, reduce the cost to purchase and use AFVs, and develop associated AFV infrastructure. It could also identify sources to fund the coalition, Coordinator, *Clean Cities* promotional activities, etc.

Procurement Working Group. A Procurement Working Group could focus on developing documents that support the purchase of AFVs and resolving vehicle purchase issues. Useful documents that the Group could develop might include vehicle specifications, lists of desirable options or a fuel/operating cost analysis of different AFVs. The Procurement Working Group would also work closely with the AFV Coordinating Group.

Standards Working Group. A Standards Working Group could coordinate industry standards among manufacturers and seek to adopt and incorporate Environmental Protection Agency (EPA) and EPACT standards.

AFV Coordinating Group. An AFV Coordinating Group could be established to influence Federal fleet purchase and deployment decisions in *Clean Cities*. This would allow the Federal fleet's use as a leveraging mechanism to increase AFVs purchased, thus promoting infrastructure development. This Group would also develop requests for Federal vehicles that are consistent with local alternative fuel needs and determine at what ratio the locality intends to match the Federal government's deployment decisions.

The *Clean Cities* organization should be structured to accept suggestions from all sources, inside and outside of the organization. Initial working group meetings should focus on outlining objectives. In subsequent meetings, tasks can be assigned and timetables developed.

4. Characterize and Quantify the AFV Market Situation

In order for the Working Groups to define concrete objectives that will transform the community's transportation and fuel use profile, it is necessary to first characterize and quantify the current AFV market situation (vehicles, fueling sites, auto dealers, conversion facilities, AFV maintenance locations) through a survey. An AFV Survey table format is provided in Appendix A and should be used to gather this baseline information from *Clean Cities* participants and stakeholders prior to designation and the survey data should be included in the Program Plan. In this way, data collection can be uniform within and between cities.

The survey should be distributed during the initial stakeholder meetings. As the program matures, the survey participants and scope of information collected can be expanded. By keeping track of the AFV market, the community can:

- ☐ Define and accomplish its goals and objectives;
- ☐ Monitor program development;
- ☐ Evaluate the effectiveness of *Clean Cities* strategies; and
- ☐ Publicize the community's accomplishments.

5. Determine Timelines for Achieving Goals

Goals and objectives must be linked to a timeline or anticipated date for completion. Each goal and objective requires a timeline. This assists in developing a plan to accomplish the tasks and monitoring the success of the program.

6. Establish a Monitoring and Reporting Program

To measure the effectiveness of the *Clean Cities* program, it is necessary to establish a monitoring system. Suggested items to measure and evaluate are: the list of objectives; the program timeline; and committee, working group, and individual assignments. Effective monitoring approaches and reporting include:

- ☐ Periodic written reports of actual versus planned activities/accomplishments;
- ☐ Open meetings to evaluate activity status in relation to objectives;
- ☐ AFV user surveys; and
- ☐ Reviewing activities and comments from stakeholders on overall program progress and success in meeting objectives and goals.

The Steering Committee monitors the program and provides guidance to the working groups or committees that may deviate from their objectives. The DOE publication, *Clean Cities Trouble Shooting Guide*, offers suggestions on creating productive and dynamic organizations based on the experience of *Clean Cities* and similar voluntary programs. This guide and all other *Clean Cities* publications are available free of charge by contacting the *Clean Cities* Hotline at 1-800-CCITIES.

Report to DOE

Informal reports (short telefax reports, telephone calls, etc.) to the DOE Regional Support Office are part of the administrative responsibilities associated with the *Clean Cities* program and enable DOE to measure coalition successes and needs. Other administrative requirements include designated *Clean Cities* providing a status report of their coalition activities every six months (on December 31 and June 30). Following designation, each of the *Clean Cities* designates will update their activities as appropriate and necessary to maintain program effectiveness. In order to actively gauge the performance of the DOE *Clean Cities* program, a report, entitled *Clean Cities* Six Month Report Updates, will be requested from *Clean Cities* coalitions twice a year. The reports will provide a status of the coalition's progress and will include a survey of new vehicle purchases or conversions and investment in and completion of refueling infrastructure. The reports will also include status updates on initiatives taken to create success in AFV markets, such as coalition building, legislative actions, or creative budgeting. Information from these reports will be used to compose the *Clean Cities* Annual Report. The information is also used for many reporting requirements, including the *Clean Cities Annual Report to Congress*. Many of the successes are also featured in the *Alternative Fuels News* newsletter. The reports assists DOE in measure coalition activities and successes and helps to identify training needs.

MEMORANDUM OF UNDERSTANDING

Once the *Clean Cities* Program Plan is complete, the next step is to ensure the coalition stakeholders are ready to sign the MOU.

WHAT IS A MEMORANDUM OF UNDERSTANDING?

An MOU is a written agreement stating basic understandings of the activities and responsibilities and describing a method for performing these activities between DOE, the community, and other stakeholder signatory authorities. The MOU states that the signing parties agree to the Program Plan. An MOU is not a binding contract. It cannot be used to obligate or commit funds, or as the basis for the transfer of funds.

WHY IS AN MOU NEEDED?

The purpose of the *Clean Cities* MOU between DOE and the included signatories is to set forth the agreements, respective responsibilities, and procedures necessary to carry out the objectives of the DOE *Clean Cities* program. The Energy Policy Act of 1992 (EPACT), Section 505, Voluntary Supply Commitments, requires DOE to obtain voluntary commitments to help achieve replacement fuel goals from fuel suppliers, fleet owners, and vehicle suppliers. Under the *Clean Cities* MOU, these groups, united with other local stakeholders, signify their commitment to contribute to the goals of the program.

WHO SHOULD SIGN THE MOU?

The DOE *Clean Cities* program is a voluntary initiative open to participation by any public or private entity with a “stake” in accelerating and expanding the alternative fuel and AFV markets. Stakeholders who have contributed to and are committed to achieving the *Clean Cities* goals and objectives are eligible and encouraged to put their commitment in writing by signing the MOU. Signatories should represent authority levels commensurate with commitments and should demonstrate local and State government leadership.

WHEN IS THE MOU SIGNED?

The MOU is prepared by DOE and will be signed at the designation by the stakeholders and DOE. DOE will prepare the MOU and include your coalition name, date, MOU signatory names, etc. The following is a representation of the DOE MOU:

“Your Coalition Name” Area Clean Cities Coalition

*Formally Established to Create a More Efficient, Domestically Secure,
Environmentally Harmonious, Sustainable and Safe American Energy
Transportation Sector*

MEMORANDUM OF UNDERSTANDING

By and Among,

“Signatory Organizations Listed”

and

U.S. DEPARTMENT OF ENERGY

INTRODUCTION

Background

The United States Department of Energy (DOE) is committed to energy use in the American transportation sector that is:

- More efficient;*
- Less dependent on foreign sources;*
- Less environmentally disruptive;*
- Sustainable; and*
- Safe.*

The Energy Policy Act of 1992, supplemented by the 1993 Executive Order 12844: Federal Use of Alternative Fuel Vehicles, and the Clean Air Act Amendments of 1990, all establish guidelines for effecting a favorable energy and environmental situation in the transportation sector. The DOE Clean Cities program is an umbrella to structure and achieve Energy Policy Act program goals and to coordinate objectives of governments and other Federal directives, such as the Clean Air Act.

Purpose

The purpose of this Memorandum of Understanding (MOU) is to set forth the agreements, respective responsibilities, and procedures necessary to carry out the objectives of the DOE Clean Cities program which accelerates the introduction and expands the use of alternative fuels and alternative fuel vehicles.

Authority

This MOU is authorized under the following laws and regulations: Energy Reorganization Act of 1974, which permits DOE to use the facilities of public agencies, requires DOE to consult with the heads of other agencies on the use of their facilities, and allows DOE to enter into cooperative projects with other public and private agencies; the Energy Policy Act of 1992, Section 505, Voluntary Supply Commitments, which requires DOE to obtain voluntary commitments to help achieve replacement fuel goals from fuel suppliers, fleet owners, and vehicle suppliers. Under this MOU, these groups, united with other

local stakeholders, signify their commitment to contribute to the goals of the program.

Policy

Signatories under this MOU undertake their best efforts to achieve the specific goals and objectives set forth in the Program Plan.

MANAGEMENT AND PROGRAM GUIDELINES

This MOU commits the undersigned to work together toward achievement of Clean Cities goals and the goals and objectives as stated in the Program Plan.

Clean Cities Coordinator Responsibilities

- *Coordinate and document coalition activities*
- *Maintain database of stakeholders, community fleets, AFVs, and infrastructure*
- *Assist with overall implementation of Program Plan and development of new goals*
- *Coordinate meetings and reporting activities*
- *Participate as a member of the Steering Committee*
- *Delegate and monitor activities/responsibilities to other key stakeholders*
- *Act as a liaison between the Steering Committee, working groups and DOE*
- *Work directly with DOE Regional Support Offices to report coalition activities, progress, concerns, issues, etc.*
- *Provide assistance in public education activities*
- *Maintain and update, in concert with the coalition, the Program Plan*
- *Monitor and disseminate Federal/State/local legislative and incentive information to the coalition*
- *Assist with recruitment of stakeholders*
- *Represent Clean Cities and the coalition at other local functions and DOE events*

DOE Responsibilities

- *Provide a Federal advisor*
- *Provide program implementation and MOU drafting guidelines*
- *Guide placement of Federal AFVs responding to Clean Cities recommendations and resource matching plans*
- *Direct the award of Federal funds and grants as available*

- *Provide information, general assistance and material for public relations and promotional activities*
- *Provide training for coordinators, fleet operators and other participants*
- *Provide a hotline/clearinghouse for technical and other information*
- *Conduct information exchange workshops*
- *Provide assistance in public education activities*

Stakeholder Responsibilities

- *Signed stakeholders to this document agree to fulfill their voluntary commitments to the Clean Cities Program as delineated in the associated Program Plan*

Guidelines

The Clean Cities program will be administered according to the Program Plan. The signatories herein have agreed that the Program Plan is designed to achieve Clean Cities objectives and follows the guidelines described here:

- *Sets forth goals reflecting the planning process and defining what the organization seeks to accomplish and why*
- *Creates an organizational structure enabling Clean Cities to effectively carry out its mission*
- *Characterizes the AFV market situation by gathering primary information on fuels, vehicles, and infrastructure from participating Clean Cities stakeholders*
- *Sets forth intermediate objectives, action steps or commitments, such as vehicle acquisition targets or legislative proposals, designed to be the “how to” (objectives) elements of the Program Plan*
- *Delineates estimated timetables containing discrete action items, milestones and deadlines for achieving objectives and goals*
- *Establishes a monitoring system for program management, advertisement of program success, and method for conveying program performance to DOE*

Supplementary Interagency or Other Agreements

Because the DOE Clean Cities program supports Congressional and Executive directives and many involve other Federal, State, and local governmental entities, Clean Cities program commitments may be subject to modification upon intervening Congressional or Executive guidance.

ADMINISTRATION

Public Information Coordination

Subject to the Freedom of Information Act (5 U.S.C. 552) decisions on disclosures of information to the public regarding projects and programs referenced in this MOU shall be made by the DOE following consultation with the other parties' representatives.

Amendment and Termination

This MOU may be amended by the mutual written agreement between DOE and signatories. This MOU may be terminated by the mutual written agreement of DOE and signatories. Signatories may terminate individual participation upon a 30-day written notice.

Effective Date

This MOU shall become effective upon the latter date of signature of the parties and shall remain in effect for a period of 5 years, upon which the MOU becomes eligible for renewal.

MOU Signatories

Name, Title

Company/Entity

Name, Title

Company/Entity

WE HAVE A PROGRAM PLAN AND WE'VE REVIEWED THE MOU FORM, WHAT'S NEXT?

Since the Program Plan is the critical element that leads a coalition to achieving its goals, the document will undergo a lengthy review and modification process. After the coalition drafts the Program Plan, the plan is thoroughly reviewed by the DOE Regional Support Office. When the DOE Regional Support Office is satisfied with the plan, the DOE National *Clean Cities* Program review is conducted. Once any modifications are completed, the DOE Regional Office again reviews the plan to ensure the modifications have been made, then forwards the final plan to the DOE National *Clean Cities* Program for approval and a request for designation.